Scorecarding and Performance Management at Bases and Stations

Achieving Strategic and Operational Alignment

A Commitment to Excellence

“. . . Some of us will serve in government for a season; others will spend an entire career here. But all of us should dedicate ourselves to great goals:

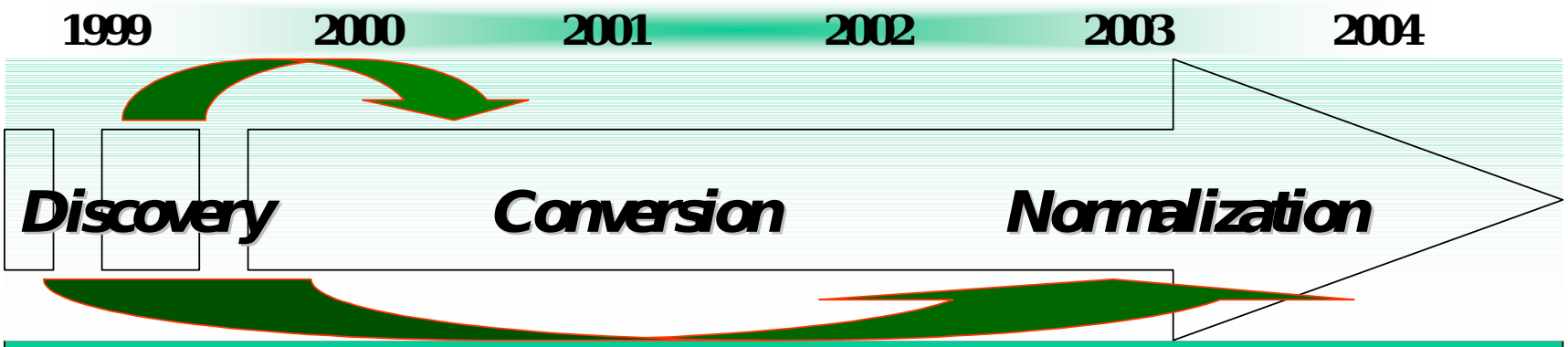
We are not here to mark time, but to make progress, to achieve results, and to leave a record of excellence.”

– President George W. Bush October 15, 2001 Constitution Hall, Washington, DC

Major Topics

- **Implementing the MCBE Planning Model**
- **Achieving Strategic & Operational Alignment with Scorecarding**
- **Developing an Enterprise Performance Management IT Platform**

The Way Forward
(Original Plan from 1999)



Phase I : *Discovery*

- Simple ABC models
- Some performance data
- Little enterprise info
- Ad Hoc business staff
- Act on wedge:
  - ABCM
  - A-76

COTS training emphasized progressively in each phase to enhance in-house skills.

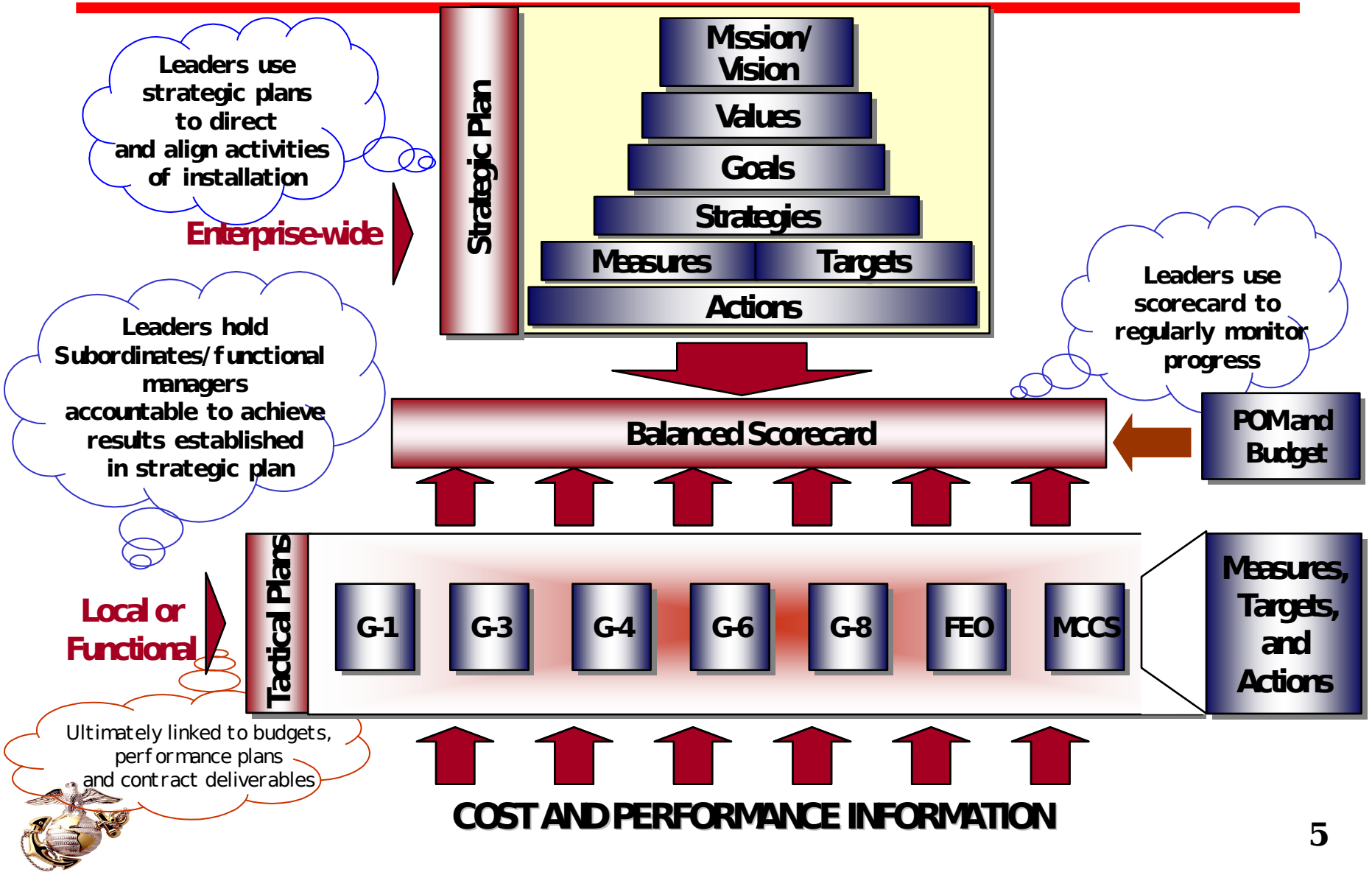
Phase II: *Conversion*

- ABC in POM 04
  - Total Cost
  - Standard process
- Internal benchmarking
- Automate data collection
- Formal business staff
- Strategic Plan

Phase III: *Normalization*

- ABCM in PR05/POM06
  - Total Cost
  - Standard Process
  - Standard products/svcs/customers
  - Performance measures
- Scorecarding
- External benchmarking
- Robust & integrated ABIS
- Managing Knowledge/COP
- Achieve POM-98 wedge

MCBE Planning Model



IMPLEMENTING

the

MCBE PLANNING MODEL

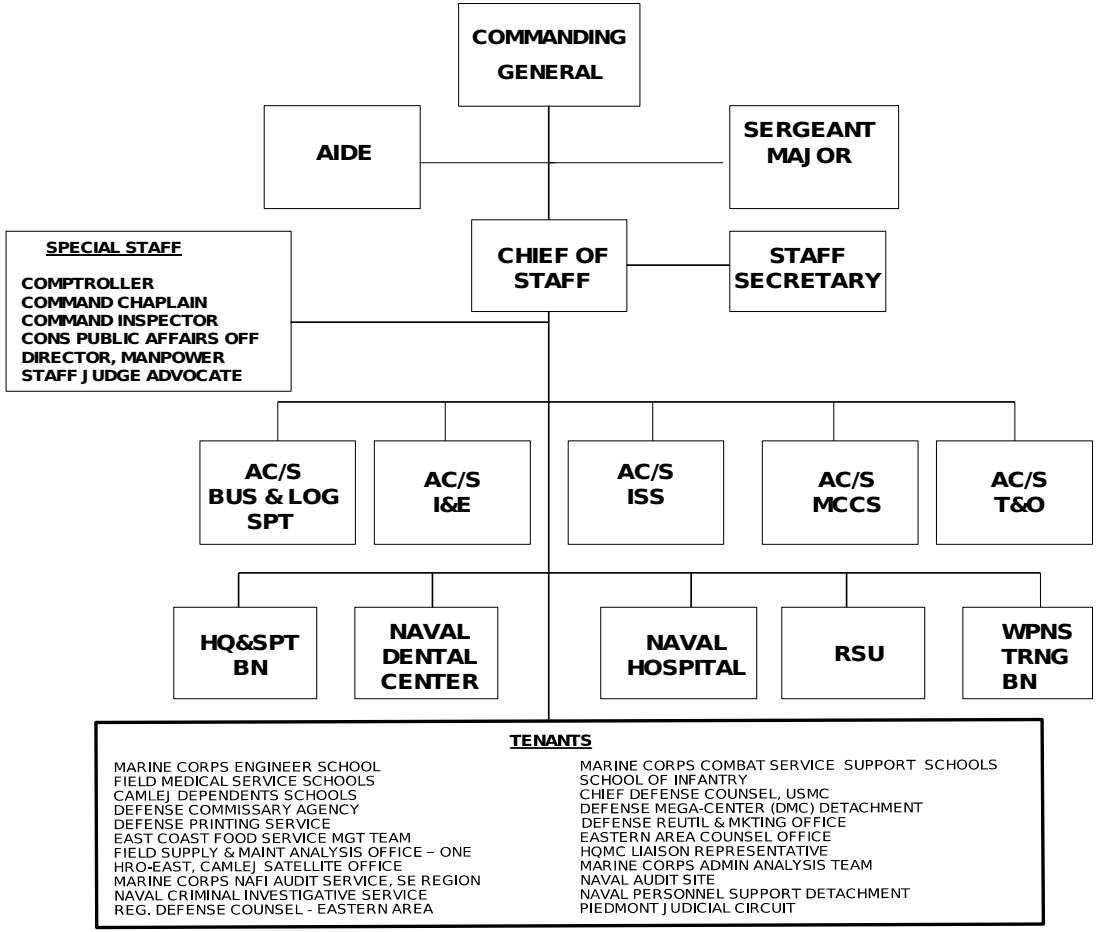
Installation Process Model Standard Business Management Categories

Facilities and Land Management	Community Services	Security and Safety	Command and Staff	Information Management	Logistics Support	Training and Operations
Provide Real Property Services and Land Mgmt	Develop Family Readiness	Manage Safety Programs	Provide Legal Counsel and Services	Provide Voice	Provide Transportation	Provide Military Training
Provide Facilities Services	Provide Recreational Opportunities	Provide Security	Provide Command Support	Provide Data Services	Provide Supply Services	Provide Civilian Training
Sustain, Restore, and Mod Facilities	Develop Physical Wellness	Provide Fire Protection and Emergency Services	Manage Community Relations	Provide Audio/Video / Visual	Provide Procurement Services	Provide Aviation Operation Support
Provide Utilities	Provide Personal Support Services		Provide Religious Support	Provide Ground Electronic Maintenance	Provide Food Services	Provide Range Management
Provide Environmental Services	Provide Retail/Resale Goods and Services		Manage Financial Resources			Provide Simulation Support
Provide Housing	Provide Lodging Services		Manage Business Practices			
	Provide Information and Referral Services		Provide Personnel Support			
	Provide Personal and Professional Development					

Process-Based Organization Structure

- **MCB Camp Lejeune has adopted a process-based organization structure that reflects the standard USMC Processes and Activities.**
- **The ABC/M model is aligned to the standard USMC Processes.**
- **Also adopted the “Shared Services” concept to provide common support services to the “Business Units” in the Base organization.**
- **This “Shared Services” department includes the “Business Performance Office” function and is headed by a GM-15, who serves as the Base Business Advisor/Manager.**
- **These organizational changes have strengthened the capability to effectively**

Marine Corps Base Organization Chart



The Shared Services Concept

Bring together common support services that are often duplicated across organizational divisions and provide those services more efficiently at a lower cost.

"No more than one of anything in the Base organization"

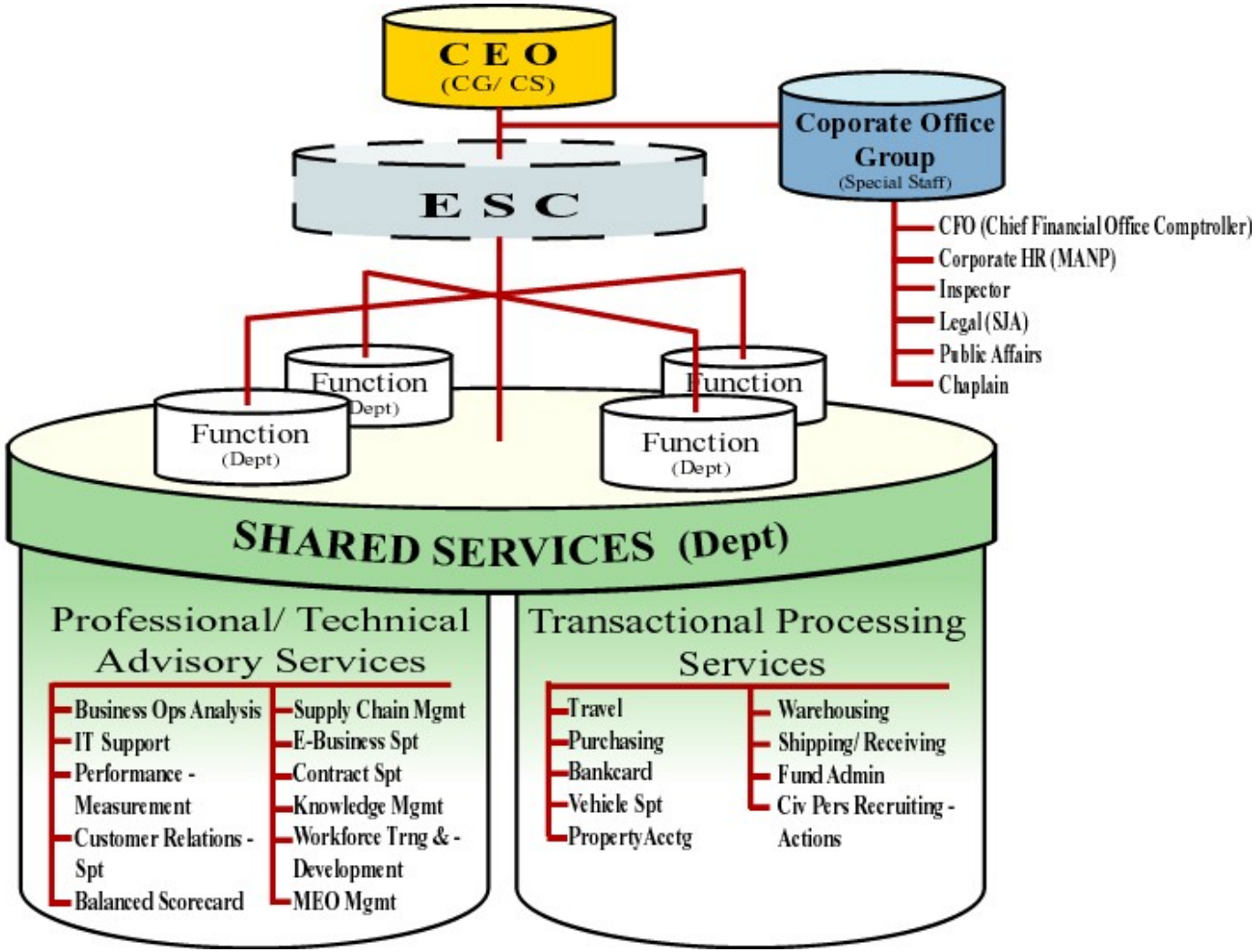
CURRENT DUPLICATION IN BUSINESS UNITS

Business Unit	Business Unit	Business Unit	Business Unit
Finance	Finance	Finance	Finance
HR	HR	HR	HR
IT	IT	IT	IT
Supply	Supply	Supply	Supply

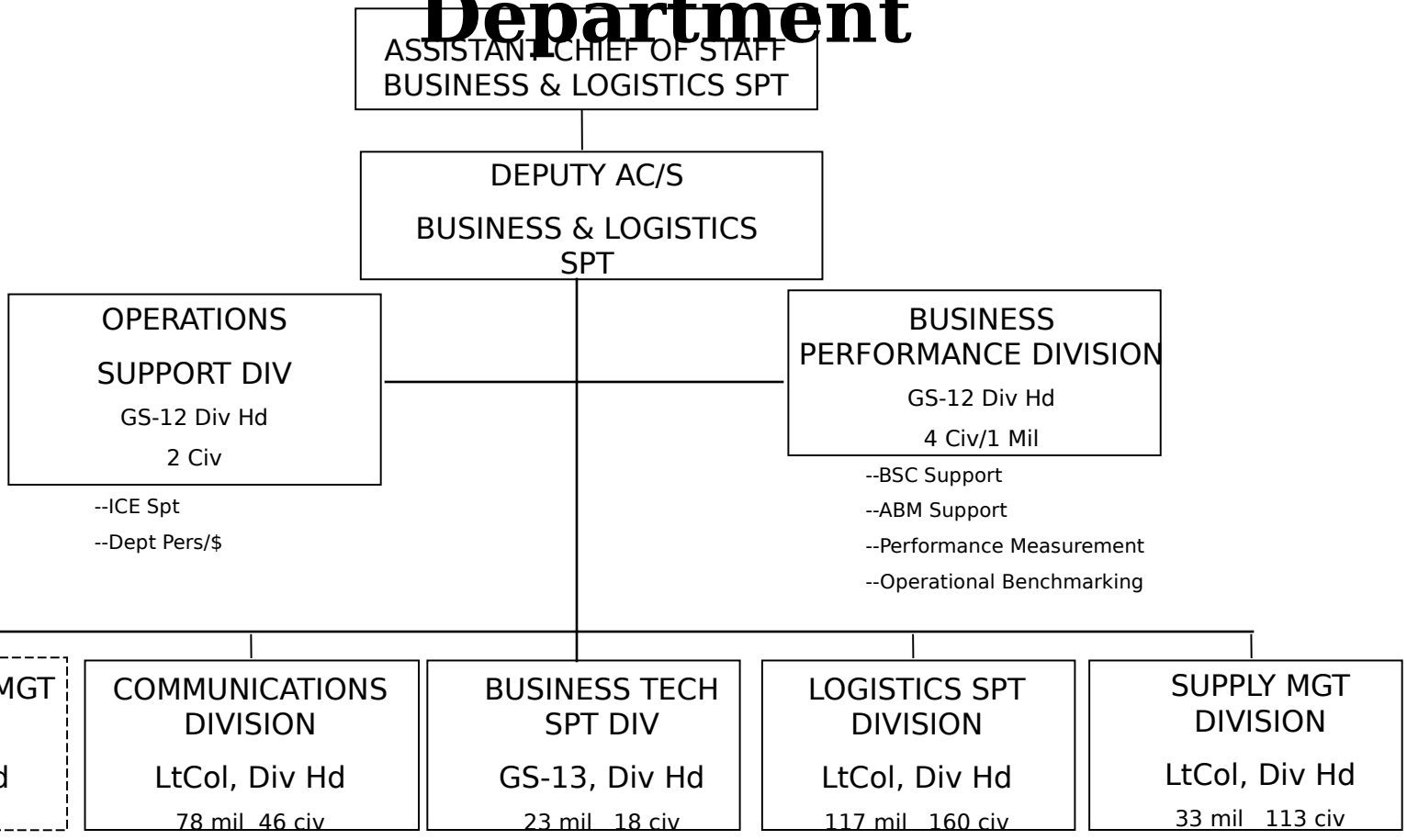
SHARED SERVICES AS A SEPARATE ENTITY

Business Unit	Business Unit	Business Unit	Business Unit	Shared Services

Translating the Shared Services Concept to the Base Organization



"Shared Services" Business and Logistics Support Department



Using the Tools

- **Several installation management tools are used to improve operational performance and reduce cost.**
  - ➔ **Strategic Plan**
  - ➔ **Balanced Scorecard**
  - ➔ **ABC/M**
  - ➔ **Performance Management Measures**

How Do Our Management Tools Relate to Each Other?

Flows both ways

Strategy Development And Refinement	Strategic Management	Operations Management	Business Transactions
•Mission •Vision •Strategy	•<u>Balanced Scorecard</u> •Strategic Performance Measures	•ABC/M •Process Management •Operational Performance Measures	•SABRS •MAXIMO •SLDCADA

Characteristics of a Strong Strategic Plan

- Durable
- Comprehensive
- Compelling
- Aligned from top to bottom
- Includes supporting/tactical plans
- Strong implementation tool i.e. a Balanced Scorecard
- Resources aligned to strategic priorities

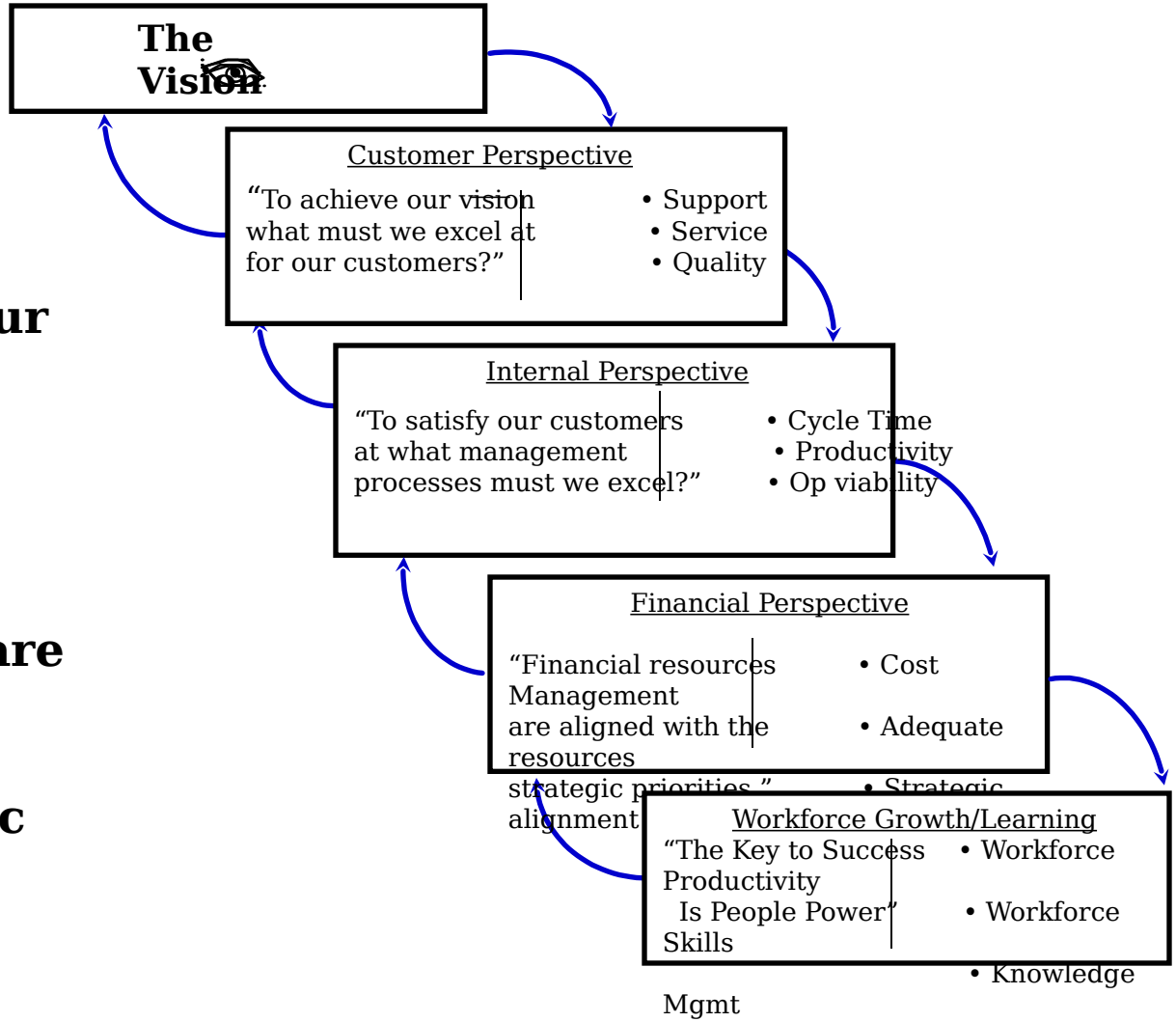
What is the Balanced Scorecard?

- A strategic management tool that uses measures to manage the progress of strategic goals and objectives.

- It also provides a concise picture of the Strategic Plan which can be used to communicate the strategy of the entire workforce.

The Four Dimensions of the Balanced Scorecard

- **The Balanced Scorecard uses four dimensions to translate strategy into operational terms.**
- **These four areas are the fundamental cause and effect factors in strategic management.**



The Balanced Scorecard is the Window to the Base Strategic Plan

BALANCED SCORECARD

Vision — VISION

Strategic Themes

- Support Combat Readiness
- Management Excellence
- Long Term Viability
- Community of Quality

Strategic Goals

- Improve Training Support
- Strengthen Mobilization and Deployment Support
- Improve Financial Posture
- Improve Base Infrastructure and the Environment
- Strengthen Safety and Security
- Improve Quality of Life
- Improve Work Processes
- Optimize the Workforce
- Promote Positive Community Relations

Strategic Objectives & Measures

Workforce Development	Financial	Internal Processes	Customer
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Strategic Initiatves

Workforce Development	Financial	Internal Processes	Customer
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Marine Corps Base Corporate Scorecard

Perspective	Obj #	Objective	Meas. #	Measure	FY 03 Qtr 4	FY 04 Qtr 1	Target 03	Target 04	Target 08	Initiative
Customer	C-1	Provide State-of-the-Art Training Support	C1.M1	• % Range Utilization	21.73%	27.06%	20%	30%	30%	• Range Transformation Initiative
			C1.M2	• % Completion of Range & Trng Area Transformation Initiative	20.00%	12.00%	5%	9%	20%	• Buffer Zone Plan • Smart Range IT Project
	C-2	Strengthen Mobilization & Deploy Spt	C2.M1	• % Deployment Timelines Met	100%	100%	100%	100%	100%	• Mob/Deploy Infrastructure Plan
	C-3	Increase Cust Satisfaction w/BOS Services	C3.M1	• % of Customer Satisfaction w/Key BOS Services	87%	91%	85%	90%	95%	• ICE
	C-4	Strengthen Safety and Security	C4.M1	• Improvement of Safety and Security Index			7.75%	6.8%	5.5%	• Annual Safety & Security Survey
			C4.M2	• % of Community Safety Perception Index			TBD	TBD	TBD	• MCTFER • Enhance 9-11 System
	C-5	Improve Quality of Life	C5.M1	• % Improvement of Customer Satisfaction Index	65%	68%	85%	90%	95%	• ICE
Internal Processes	I-1	Improve Work Processes	I1.M1	• Average Response Time Index	8.33		10	12	15	• Bus Process Improve Initiatives
			I1.M2	• Average Cycle Time Index			10	12	15	• Bus Process Improve Initiatives
			I1.M3	• # IT Solutions Implemented to Improve Bus Processes	18 (ytd)	10 (ytd)		15	15	• Bus Technology Spt Plan
	I-2	Optimize Workplace Safety	I2.M2	• Total Lost Time Injury and Illness Case Rate	8.28%	5.46%	4.91%	4.81%	2.5%	• Workplace Safety Info System
			I2.M3	• Lost Production Day Rate	188.76	188.71	59.95	58.75	12	• Workplace Safety Info System
			I2.M5	• Cost of Lost Workdays	$80,934	$133,144	TBD	TBD	TBD	• Workplace Safety Info System
	I-3	Improve Base Infrastructure	I3.M1	• No. of CORRS Categories with 3 or 4 Rating	4	4	3	3	3	• Facilities E-Master Plan
			I3.M2	• % of MRP Sustainment Funding Level Received	122%	100%	100%	100%	100%	• Water/Wastewater Plan
	I-4	Enhance the Environment	I4.M1	• % Implementation of Environmental Management Sys	55%	60%	50%	75%	100%	• Environmental Mgt System
			I4.M2	• % Implementation of Integrated Natural Resources Plan	40%	45%	20%	40%	60%	• Integrated Natural Resource Mgmt Plan
	I-5	Promote Positive Community and Intergovernmental Relations	I5.M1	• Improvement of Stakeholder Survey Index			TBD	TBD	TBD	• Annual Stakeholder Survey
	I-6	Mitigate Risks to Operational Viability	I6.M1	• % of Supporting Plans Prepared			100%	100%	100%	• Strategic Supporting Plans
			I6.M2	• % Completion of Supporting Plan Actions			30%	50%	100%	• Strategic Supporting Plans
Financial	F-1	Improve Alignment of Funds to Strategic Priorities	F1.M1	• $M Unfunded Supporting Plans Deficiencies			TBD	TBD	0	• Align Budget to Strategic Plan
			F1.M2	• CORRS Category 3 & 4 Buyout ($)	$146.20M	$64.11M	$120M	$110M	$ 80M	• Facilities E-Master Plan
	F-2	Increase Revenue Streams	F2.M1	• # of Pilot Projects with New Funding			TBD	TBD	TBD	• Pursue Pilot Projects
	F-3	Optimize Operating Costs	F3.M2	• Attainment of HQMC ABC Benchmarks			TBD	80%	100%	• Use ABC/M
Learning & Growth	L-1	Create a Positive Employee Climate	L1.M1	• % of Employee Satisfaction Survey			85%	90%	95%	• Annual Workforce Survey
	L-2	Create Climate for Action	L2.M2	• % Mil/Civ Workforce w/Job Goals Aligned to BSC			100%	100%	100%	• Performance-based HRM Prog
	L-3	Develop Trained and Capable Customer-Oriented Workforce	L3.M1	• % of IDPs Prepared			75%	100%	100%	• Enhance Workforce Training
			L3.M2	• % IDPs Completed			20%	50%	100%	• Automated Workforce Learning Sys
	L-4	Promote Knowledge-Sharing Environment	L4.M1	• % of Workforce Participating in Knowledge-Sharing Environment			TBD	TBD	TBD	• Knowledge Mgt Initiative

Strategic Alignment is Top Down

- **Strategic alignment from the top down is essential for success.**
- **The Corporate scorecard defines the framework for the scorecard of each organizational component.**
- **Therefore the cascading scorecards taken as a whole must reflect the same objectives as the Corporate scorecard.**
- **The cascading scorecards align with and support the corporate objectives while reflecting some functionally unique measures.**
- **This top to bottom alignment allows**

Cascading Scorecards

- **MCB Camp Lejeune Scorecards cascade two levels from the Corporate.**

  - ➔ **Corporate**
  - ➔ **Departments/Special Staff Section**
  - ➔ **Each of the various Divisions in each Department**

- **The CG is “contracted” with each Department Head on their scorecard.**

- **Each Department Head in turn contracts with their Division Heads.**

Cascading Examples

- **Objectives and metrics cascade to appropriate organizational component**

  ➔ "Provide State-of-the-Art Training Support" cascades to T&O Dept card

  ➔ "Strengthen Mobilization & Deployment Support" cascades to Business & Logistics Dept scorecard

  ➔ "Increase Customer Satisfaction" cascades to all components and is fed by ICE

  ➔ "Improve Work Processes" cascades to all components

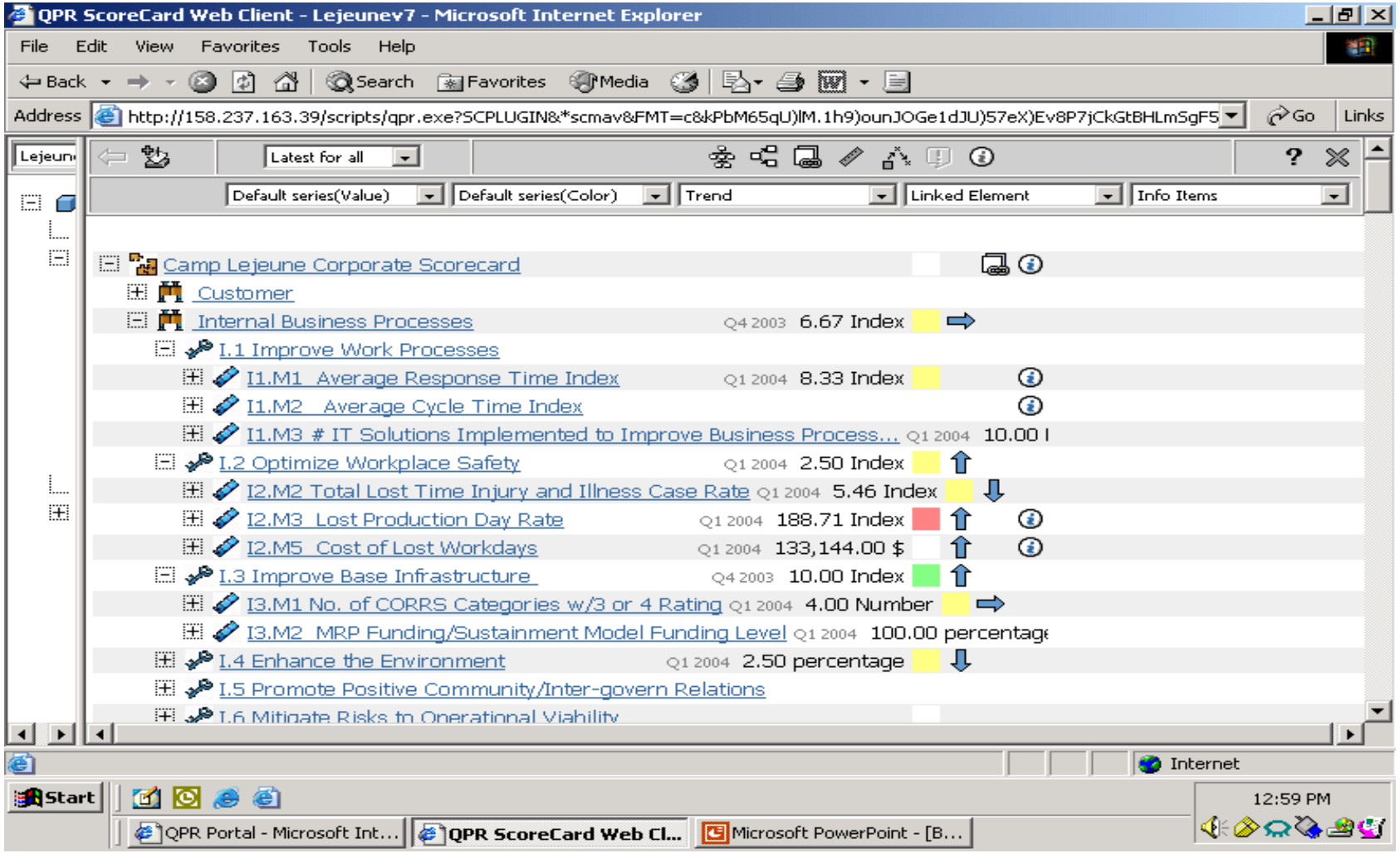
  ➔ "Optimize Operating Costs" cascades to all

  ➔ Etc.

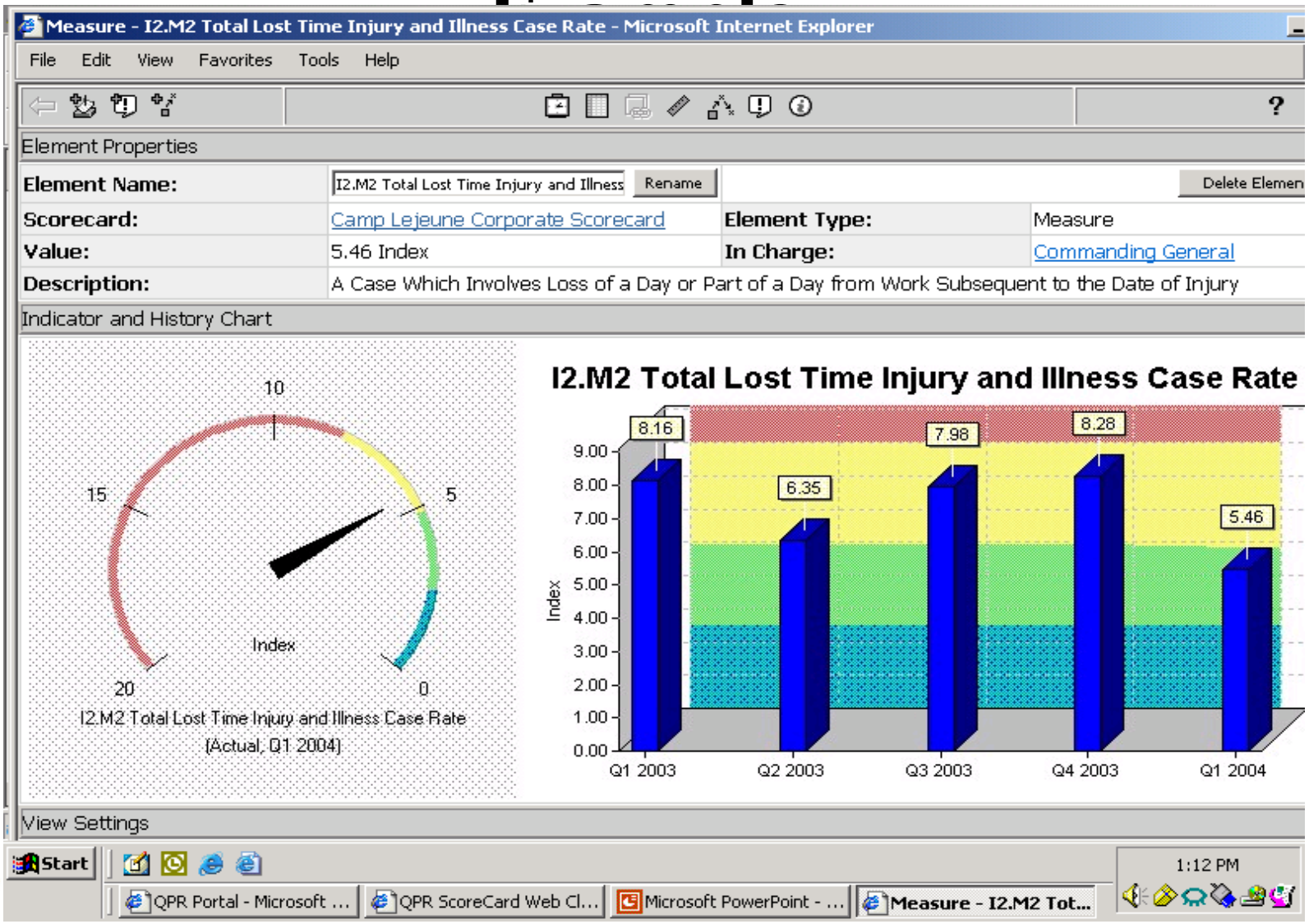
Strategic Scorekeeping

- **BLSD (BPO) is responsible for providing BSC scorekeeping support to the rest of the Base organization.**
- **BSC scores are posted on web-based QPR Scorecard Software.**
- **Managers throughout the Base organization simply point and click to see their performance data.**

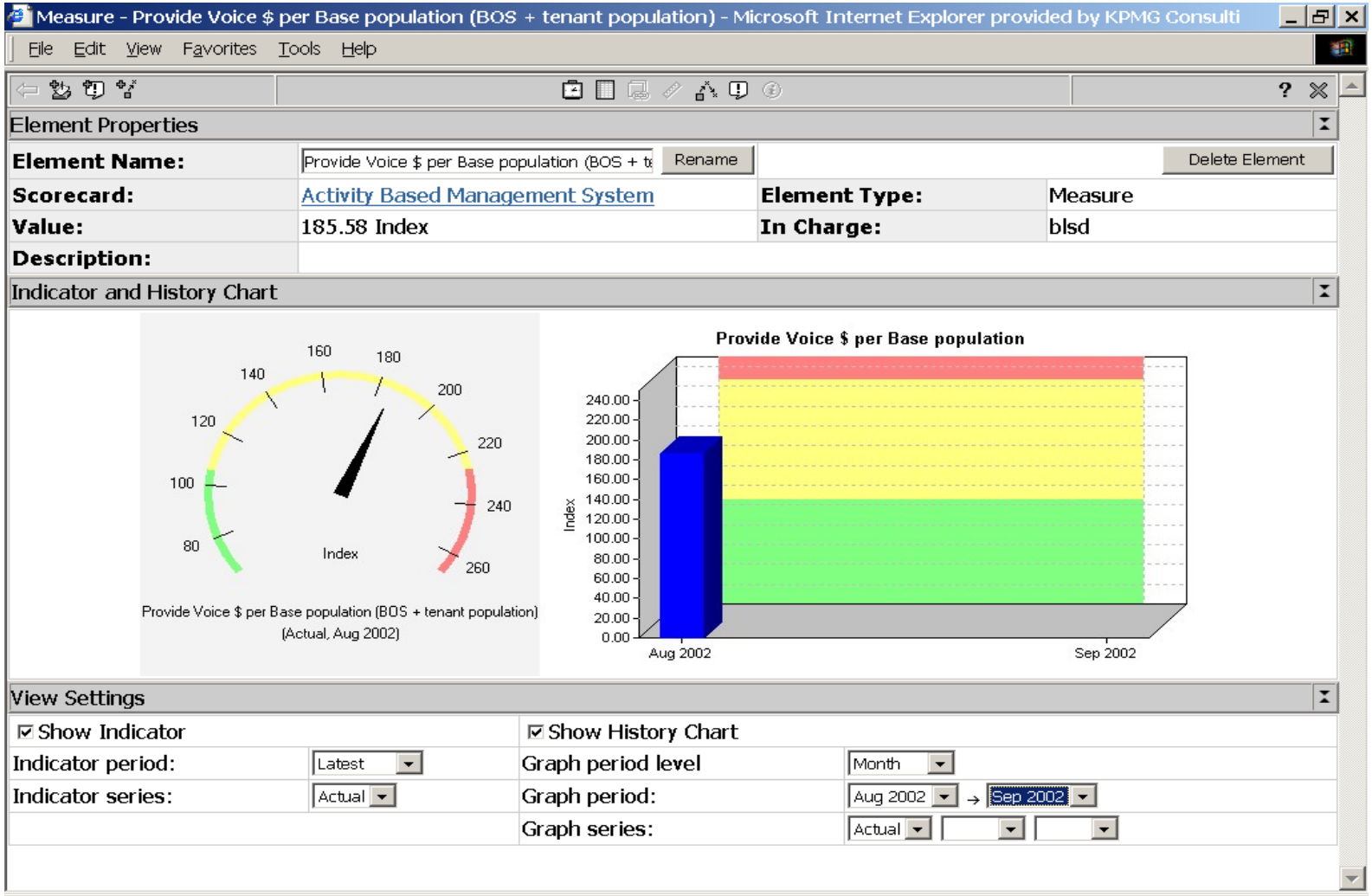
Sample BSC Screen


QPR ScoreCard Web Client - Lejeunev7 - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back Search Favorites Media
Address http://158.237.163.39/scripts/qpr.exe?SCPLUGIN&*scmav&FMT=c&kPbM65qU)lM.1h9)ounJOGe1dJU)57eX)Ev8P7jCkGtBHLmSgF5
Go Links
Latest for all
Default series(Value)
Default series(Color)
Trend
Linked Element
Info Items
Camp Lejeune Corporate Scorecard
Customer
Internal Business Processes Q4 2003 6.67 Index
I.1 Improve Work Processes
I1.M1 Average Response Time Index Q1 2004 8.33 Index
I1.M2 Average Cycle Time Index
I1.M3 # IT Solutions Implemented to Improve Business Process... Q1 2004 10.00
I.2 Optimize Workplace Safety Q1 2004 2.50 Index
I2.M2 Total Lost Time Injury and Illness Case Rate Q1 2004 5.46 Index
I2.M3 Lost Production Day Rate Q1 2004 188.71 Index
I2.M5 Cost of Lost Workdays Q1 2004 133,144.00 $
I.3 Improve Base Infrastructure Q4 2003 10.00 Index
I3.M1 No. of CORRS Categories w/3 or 4 Rating Q1 2004 4.00 Number
I3.M2 MRP Funding/Sustainment Model Funding Level Q1 2004 100.00 percentage
I.4 Enhance the Environment Q1 2004 2.50 percentage
I.5 Promote Positive Community/Inter-govern Relations
I.6 Mitigate Risks to Operational Viability
Internet
Start
12:59 PM
QPR Portal - Microsoft Int...
QPR ScoreCard Web Cl...
Microsoft PowerPoint - [B...

Web-Based Balanced Scorecard Measure Example



ABM Performance Data



Achieving Strategic

and

Operational Alignment

Operational Performance – What to Measure?

- **There are literally hundreds of things in a Base operation that can be measured – only a small fraction are important.**
- **Which measures are important?**

  ➔ **Measures of what is most important to the customer**

  ➔ **Measures of the core outcome**

  ➔ **Measures of actions at all levels that affect strategic progress**

Cascading Objectives and Aligning Operational Level Metrics with the Strategy

- **The Operational Level Performance Equation:**

  COST : OPERATIONAL PERFORMANCE

- **Every scorecard at all levels should have "Improve Work Processes" and "Optimize Operating Costs" objectives and metrics**

Cascading and Aligning -- continued

- **Each division-level scorecard has operational-level metrics in these objective areas:**
  - ➔ **Work process – cycle time or response time**
  - ➔ **Unit cost**
- **Examples:**
  - ➔ **TSR cycle time and cost/TSR**
  - ➔ **Repair ticket cycle time and cost/ticket**
  - ➔ **PALT and cost/transaction**
  - ➔ **Shipping hold time and cost/ton moved**
- **These metrics roll-up to the Corporate level and are *indexed* to accommodate the basic differences in the metrics**

Tying It All Together – Using ABC/M and the Balanced Scorecard to Manage Operational Performance

- **The Operational Performance Equation:**

  COST: OPERATIONAL PERFORMANCE

- **Use ABC/M and Process Management to Reduce Cost While Improving Performance.**

- **For Each of the 37 Processes:**

  ➔**Identify the activities which are "most important" strategically and "most important" to the customer**

  ➔**Develop and report unit cost and operational performance metrics for those "most important" items on the Division-level BSC**

Installation Process Model Standard Business Management Categories

Facilities and Land Management	Community Services	Security and Safety	Command and Staff	Information Management	Logistics Support	Training and Operations
Provide Real Property Services and Land Mgmt	Develop Family Readiness	Manage Safety Programs	Provide Legal Counsel and Services	Provide Voice	Provide Transportation	Provide Military Training
Provide Facilities Services	Provide Recreational Opportunities	Provide Security	Provide Command Support	Provide Data Services	Provide Supply Services	Provide Civilian Training
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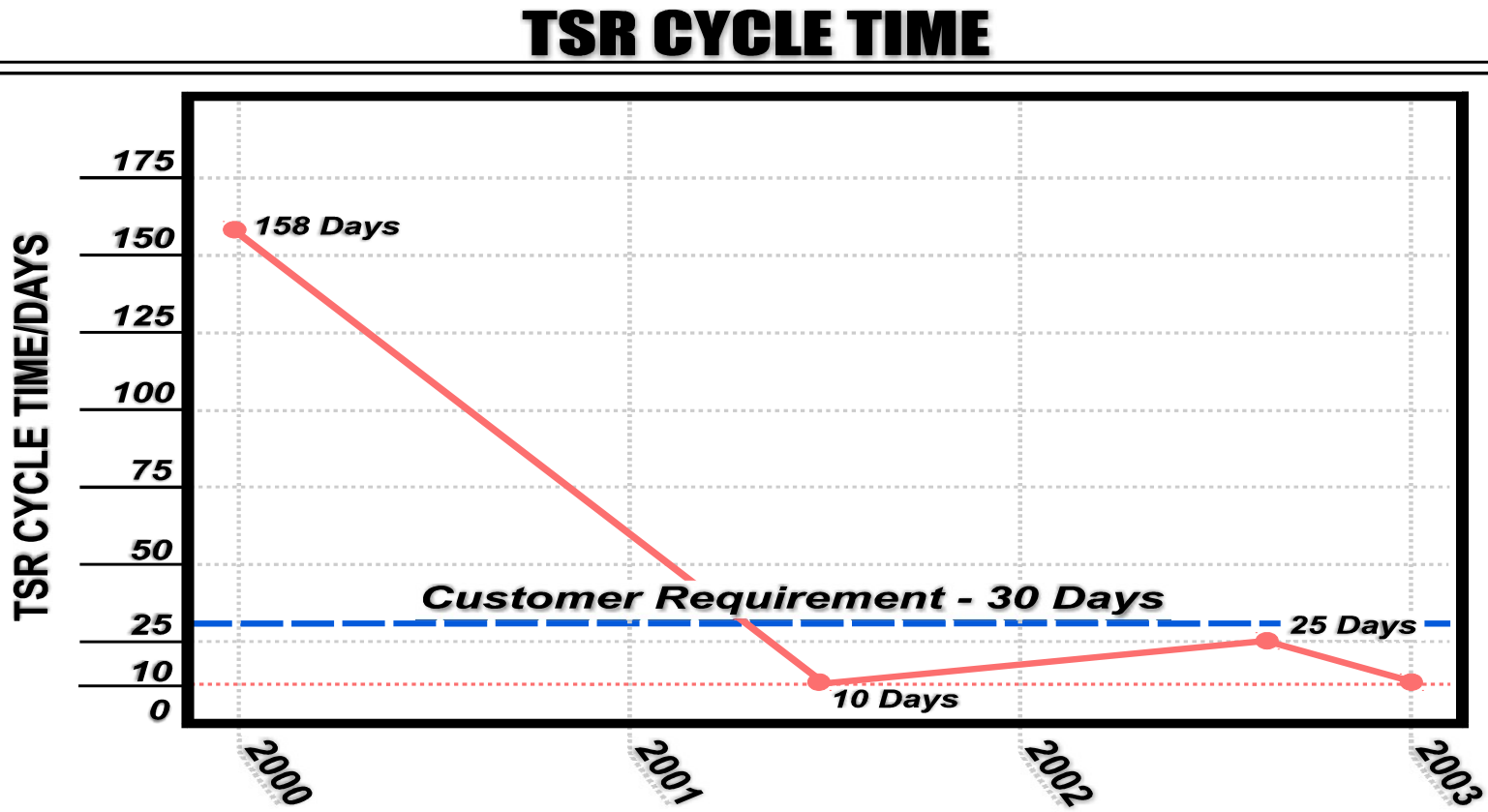
Provide Utilities	Provide Personal Support Services		Provide Religious Support	Provide Ground Electronic Maintenance	Provide Food Services	Provide Range Management
Provide Environmental Services	Provide Retail/Resale Goods and Services		Manage Financial Resources			Provide Simulation Support
Provide Housing	Provide Lodging Services		Manage Business Practices			
	Provide Information and Referral Services		Provide Personnel Support			
	Provide Personal and Professional Development					

Operational Performance Example Provide Voice



Process Management – No Silver Bullet

- **Generally, there is no single "fix" to a process that will totally eliminate error and waste.**
- **It usually requires several fixes to dramatically improve a process.**
- **In case of Provide Voice process it required:**
  - **➔ Supply system waiver**
  - **➔ Civilianize P/Es**
  - **➔ One man – one vehicle**
  - **➔ Targeted infrastructure modernization**
  - **➔ Increased tools/parts on trucks**
  - **➔ Restock trucks at night**
  - **➔ More training**
  - **➔ Manage work by radio**
  - **➔ Supervisor = work expediter figured night**
  - **➔ Routes/assignments before**
- **Also, operational performance metrics were reviewed weekly to track improvements.**

Provide Voice Process Example – con't

- **Add ABC Cost Info to the Equation:**

$$\frac{\text{Cost}}{\text{Performance}}$$

$520/TSR : 25 days cycle time > 10 days

- **Objective is to reduce cost while maintaining or improving operational performance.**

- **This cost and performance information is helping us protect our customers from the effect of budget reductions.**

Provide Transportation Process GME Fleet Support

- $ x Per mile: 90% Fleet Availability.

- During A-76 Study, used process management to greatly reduce cost per mile while maintaining fleet availability.

- Set the standard in the A-76 PRS.

Use the Strategy Map Function to Validate Metrics

- **The strategy map function in scorecarding software can be used to validate the cause-and-effect relationship between operational level metrics and core outcome strategic metrics.**

- **As data is accumulated over several quarters, software can run a check of the statistical correlation between metrics in the various perspectives.**

- **Example:**

  ➔ TSR Cycle Time or Fleet Readiness and Customer Satisfaction

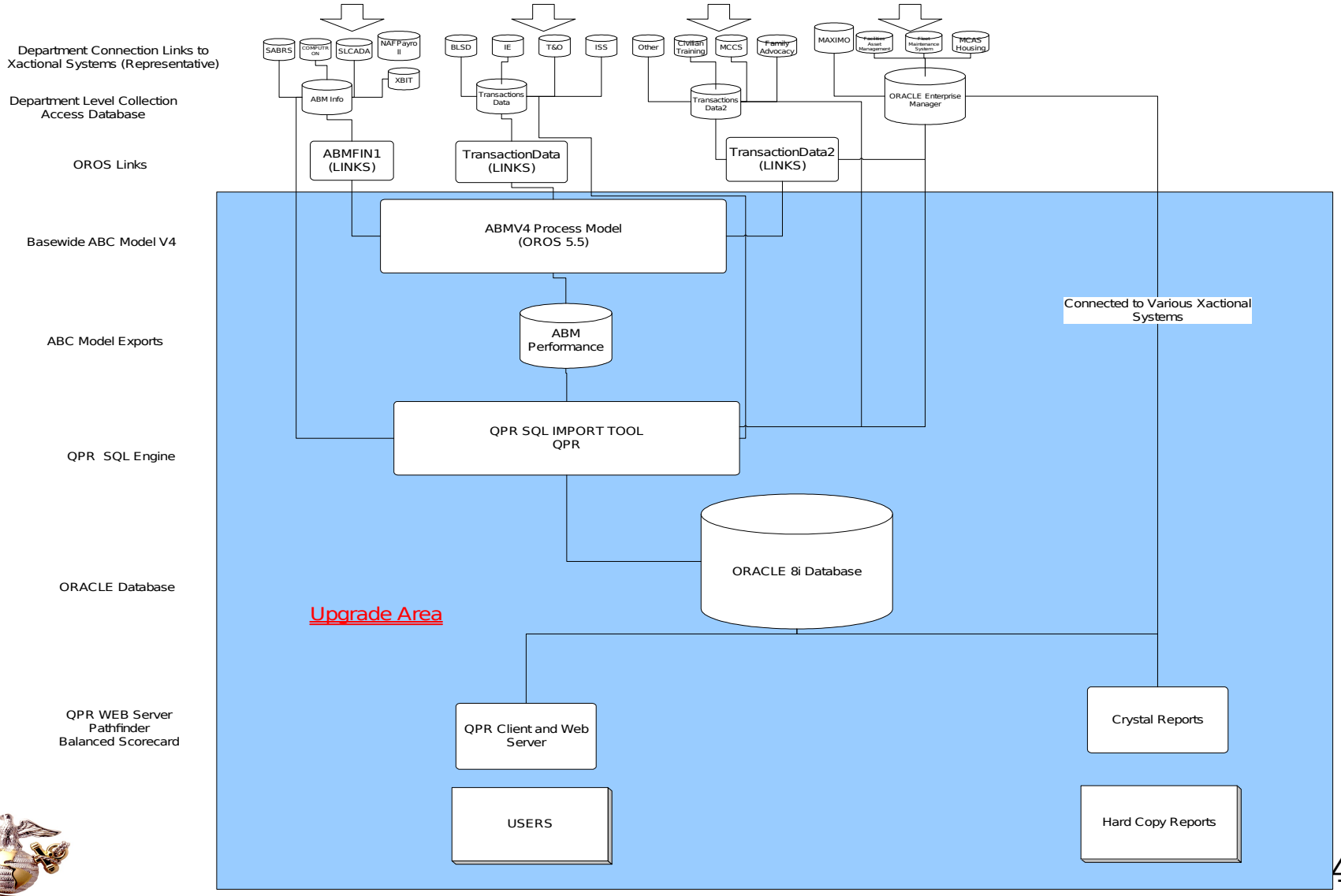
  ➔ Employee job goals linked to the BSC in

Developing an Enterprise Performance Management IT Platform

Lejeune Performance Management System

- To support the overall business improvement effort, Camp Lejeune developed an automated performance management system.
- The system links to various transactional systems, Oros 5.5, and the BSC software.
- This local system was developed over a two-year period and involved significant work in identifying and creating the required links to transactional systems.
- The system is complete and functional.

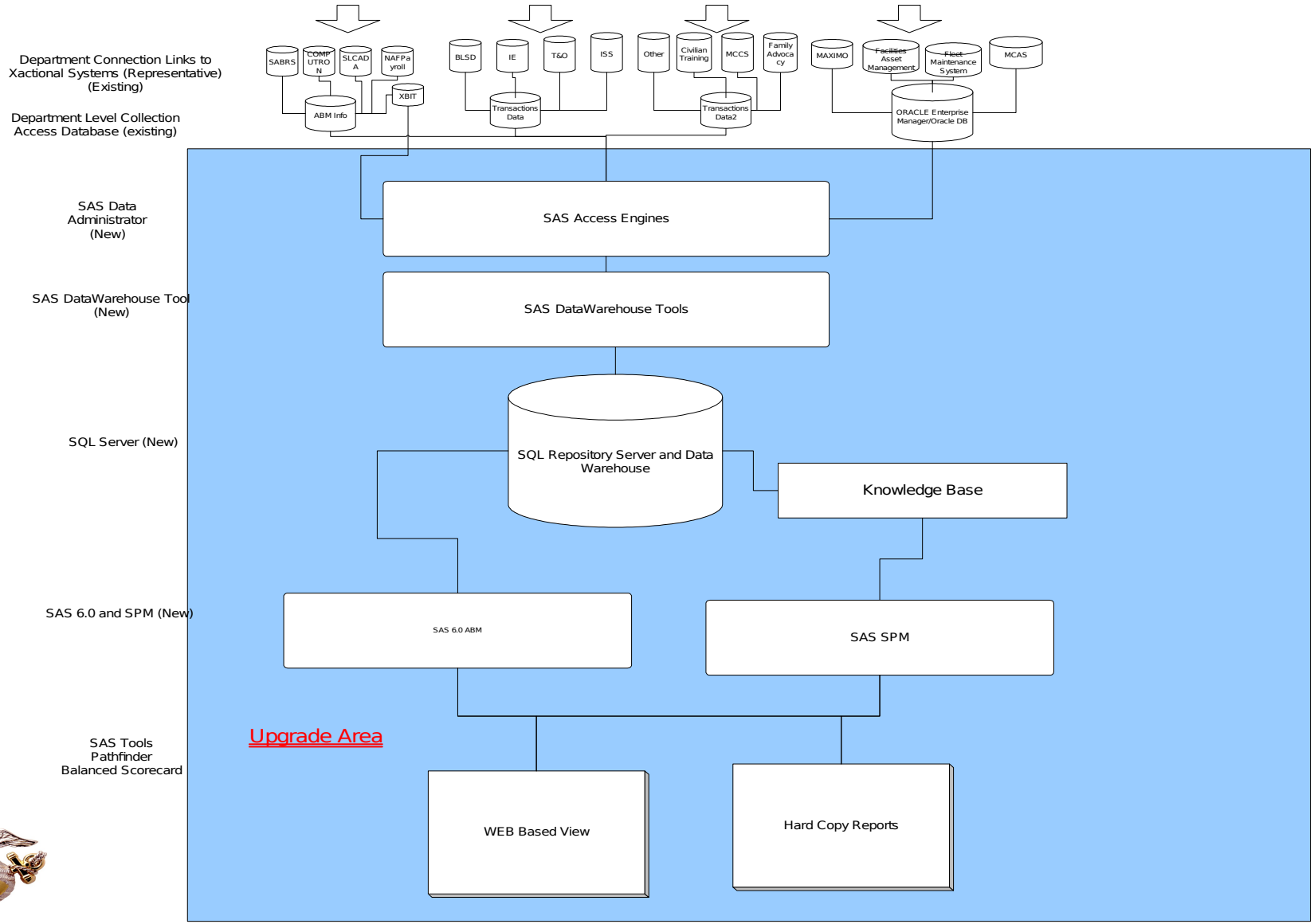
Current Lejeune Performance Management System



Developing an Enterprise Performance Management System

- **Identifying and creating the required links to transactional systems was a significant and painstaking job.**
- **The SAS SPM/ABM software appears to provide the same integrated functionality as the Lejeune system but would be more “exportable” and suited for an enterprise solution.**
- **The SAS SPM/ABM software also has a data integration or access engine that would facilitate the work of linking to transactional data sources.**

SAS SPM/ABM Software



Pilot Test of SAS SPM/ABM

- **Lejeune was selected for pilot test of SAS SPM/ABM software because of:**

  - ➔ **Experience with a similar integrated performance management system**
  - ➔ **All required “thoughtware” was in place**
  - ➔ **The required links to transactional systems had already been identified**
  - ➔ **The Lejeune Business Technology Division had required system expertise**
  - ➔ **Bearing Point was on-site to assist as well**

Performance Management Thoughtware

- **The following "thoughtware" is needed to populate performance management system software:**
  - ➔ **Strategic Plan**
  - ➔ **Balanced Scorecard w/Functional Cascading and Roll-up**
  - ➔ **Goals and Objectives**
  - ➔ **Strategic and Operational Performance Metrics**
  - ➔ **Products and Services**
  - ➔ **Transactional Source Data Identified**

Purpose of Pilot Test

- **To provide a Proof of Concept of the New SAS Solution Software**
  - ➔ **ABM 6.1 – ABC Model**
  - ➔ **SPM 1.4 – Balanced Scorecard**
- **Test for Enterprise-Wide Cost & Performance Management Application**
  - ➔ **Replacement for Oros 5.5**
  - ➔ **Potential for Enterprise Balanced Scorecard Software**
  - ➔ **Demonstration of Web-Based Access & Update Capability**

Background

- **Collaborative Effort**
  - ➔ **SAS**
  - ➔ **Bearing Point**
  - ➔ **MCB Camp Lejeune**
  - ➔ **(1) Remote Marine Corps Base**
- **Jointly Funded**
  - ➔ **MCBE**
  - ➔ **MCB Camp Lejeune**

Pilot Process

- **Pilot to Follow MCB Lejeune's IT Life Cycle Management (LCM) Process**
  - ➔ **Cradle to Grave Concept**
- **Charter Project IPT**
- **IPT Members:**
  - ➔ **IPT Project Co-Sponsors:**
    - ➔ **MCBE – Ms. Janet Schnoor**
    - ➔ **MCB Camp Lejeune – Mr. Harold Smith**
  - ➔ **IPT Project Lead**

PILOT PROCESS

- **IPT Member cont.**
  - ➔ **Facilitation Support**
    - ➔ **BearingPoint**
- **Participant Organizations**
  - ➔ **MCBE**
  - ➔ **MCB Camp Lejeune**
  - ➔ **MCRD, Parris Island**
  - ➔ **SAS**
  - ➔ **BearingPoint**

COMPONENTS OF PILOT

- **ABC Model Migration**
  - ➔ **Began Mar 04**
  - ➔ **Approximate Duration - 4 weeks**
  - ➔ **Migrate MCB Lejeune's Oros 5.5 ABC Model to SAS ABM 6.1**
  - ➔ **Provide Automated Connectivity to Model From Data Sources**
  - ➔ **Develop/Populate SAS Data Warehouse**

COMPONENTS OF PILOT

- **Conversion of Installation Balanced Scorecard**

  ➔ Scheduled Mid-April 04 (4 Week Duration)

  ➔ Develop Structure for MCB Lejeune's Balanced Scorecard in SAS SPM 1.4

  ➔ Construct & Populate the Cascading Balanced Scorecard in:

  ➔ BLSD – Corporate, Departmental Divisional Metrics

COMPONENTS OF PILOT

- **Conversion of Installation Balanced Scorecard (Cont)**

  - ➔ **Complete MCB Camp Lejeune Balanced Scorecard Build in SPM 1.4**

  - ➔ **Complete Population of Scorecard**

  - ➔ **Enter Remote Site Marine Corps Base Corporate Level Balanced Scorecard in SPM 1.4**

COMPONENTS OF PILOT

- **Test & Evaluation**
  - ➔ **Web-Based Scorecard Update Test**
  - ➔ **60 Day System Assessment Period**
- **Knowledge Transfer**
  - ➔ **Just in Time ABM/SPM Software Training**
  - ➔ **Hands-on Practical Application**

PILOT PROGRESS

- **Completed Pilot Objectives To Date (As of mid-Apr 04):**
  - ➔ **ABM Model Migration**
  - ➔ **Data Warehouse Build**
  - ➔ **Data Source Integration**
  - ➔ **ABM/SPM Formal Training Complete**

HAROLD F. SMITH

Assistant Chief of Staff, Business and Logistics Support
Marine Corps Base, Camp Lejeune

Mr. Smith is the Assistant Chief of Staff for Business and Logistics Support at Marine Corps Base, Camp Lejeune, North Carolina. He heads a department composed of over 500 civilian and military personnel that provide a wide range of business and logistics support including supply, transportation, shipping/receiving, telecommunications, food services, and the Base computer network. His other primary duties include strategic business planning, management of the Base A-76 Program, acting as the Chief Information Officer, and advising the command on performance management and best business practices.

His recent accomplishments include preparation of a strategic plan and balanced scorecard for the entire Base operation and direct management of the construction of a $45 million, Base-wide fiber optic data network that is recognized as one of the top such networks in the Department of Defense. He also has extensive experience in the A-76 Commercial Activities Program, having conducted A-76 studies in nearly every base support functional area. Mr. Smith is a certified management trainer in the fields of strategic planning, quality management, and personal development.

Mr. Smith joined the Department of Defense in 1978 as a civilian management officer at Camp Lejeune. Prior to joining the Department of Defense, he worked in law enforcement as a Special Agent with the Iowa Narcotic and Drug Enforcement Division, as the Director of Planning for the Iowa State Crime Commission, and as a Senior Criminal Justice Specialist with the U. S. Department of Justice in Kansas City, MO and Washington, DC.

Mr. Smith was an officer in the U. S. Marine Corps from 1968-1971 with various assignments in the U. S. and in infantry and combat engineer units in the Republic of Vietnam and in Okinawa. His education includes a B.A. from Drake University; an M.S. in Management with coursework at Central Missouri University and George Washington University; and coursework in management from the Naval Postgraduate School. Mr. Smith is a graduate of the National Security Management Program and the Senior Executive Fellows Program at the JFK School of Government, Harvard University. Mr. Smith has been recognized by the American Business Women's Association for his support of the professional development of women in the workforce. In addition to military awards, Mr. Smith has received the Secretary of Defense Special Recognition Award and was twice awarded the Navy-Marine Corps Meritorious Civilian Service Medal.